

H. John Heinz III Progressive Care Center

The VA Pittsburgh Healthcare System University Drive Pittsburgh, PA 15240

1-866-4 VA PITT

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Pittsburgh
Healthcare System
Heinz * Highland Drive * University Drive

Setting New Standards in Healthcare

Teamwork, Caring, Innovation, Customer Focus, Excellence and Integrity are the values on which we build our future.

Undeniable Momentum



Michael E. Moreland Director, VAPHS

Dear Fellow Employees, Volunteers, Veterans and Friends of the VAPHS,

I am thrilled and honored to be part of the tremendous health care team here at the VA Pittsburgh Healthcare System. We are in an enviable position - in every regard.

At a time when many major health care institutions are facing declining patient enrollment and extreme budget shortfalls, the VA Pittsburgh Healthcare System remains strong, ending the 2004 fiscal year on budget. We also enjoyed a continued strong growth in patient enrollment in 2004 with over 55,000 unique patients seen and 450,710 outpatient visits, which represents an increase of several thousand over the previous fiscal year. I credit the entire VAPHS Staff - guided by our leaders, Pat Nealon, Rajiv Jain, MD, and Ira Richmond - for that success.

Today, all major health care systems in the country are confronted with daunting challenges. However, the numerous strengths and stability of the VA Pittsburgh Healthcare System, the dedicated workforce and the clear and present need of our veterans makes our future both challenging and exciting.

Our institutional commitment and focus on improvement of health care for our patients and their families has never been stronger.

This annual report offers just a glimpse of the people and programs that not only make us special, but which have propelled us to becoming one of the leading health care systems in the country. I'm especially pleased to have this opportunity to recap 2004 for you - and to share just a few of the most significant achievements that took place in what was an extremely important year for the VA Pittsburgh.

I am grateful and blessed to have the opportunity to lead one of our nation's best health care systems.

Michael E. Moreland

Director

VA Pittsburgh Healthcare System

VAPHS 2004 Snapshot

- 55,231 unique veterans served
- 692 operating beds
- Over 450,710 outpatient visits
- 40 liver transplants
- 11 kidney transplants
- \$9,729,705 in construction
- 201,347 bed days of care
- 2,449.30 FTEE
- 1,405 regular volunteers



Major Construction Project

Construction plans by division

University Drive (UD) Division

University Drive will begin construc- ■ 24,000 square feet of renovation tion of a new 1,500 space parking garage at the east side of the existing medical center in the spring of 2005. Infrastructure improvements to the surrounding campus may include new traffic lights, turning lanes, expanded roads, new roads, etc.

New construction at the UD campus will include:

■ 208,000 square feet of new construction for new behavioral health outpatient clinics and psychiatric inpatient nursing units in a stand-alone mental health pavilion. New construction will also include a new Audiology Clinic, educational facilities, pharmacy, and new space for research.

- will consist of:
 - Renovations to the existing ECC into an urgent and psychiatric care admissions area.
 - Relocation of the Eye Clinic for improved access to patients.
 - Expansion of the pharmacy to accommodate increased workload and improved access to patients.
 - Other smaller renovations to accommodate relocated programs include: administrative and lab space for research, police, and business services.

Over 70 employees participated in over 150 hours of Focus Review Groups

Feedback ■ 1,500 fliers and 700 direct invitations were distributed to veterans, veteran service organizations, returning OEF/OIF soldiers, and active duty military soliciting their involvement and input into the design in December 2004.

H.J. Heinz Division

The H.J. Heinz Division may begin construction of new and renovated space as early as 2006. Infrastructure improvements to the surrounding campus may include improved access, turning lanes, etc. Planning the location of buildings and parking space is nearly finalized. A total of 1,200 parking spaces will be available after the construction to accommodate the increase in veterans and employees.

Upon completion of construction, the H.J. Heinz campus will include 264,000 square feet of new construction for:

- A new ambulatory care building for Audiology, Dental, Prosthetics, Primary Care, Adult Day Care, Rehab Medicine, Social Work, and an outpatient pharmacy.
- State-of-the-art domiciliary will be built to include a central building with 8 home-like residential villas, Center for the Treatment of Addictive Disorders (CTAD), and the Health Care for Homeless Veterans (HCHV) program.
- An administrative building will be constructed for human resources, fiscal operations, and other administrative services.
- New engineering space.
- A new laundry building to replace the facility at Highland Drive.

transplant center's first year has proved to be an amazing success. Forty liver transplants were successfully performed between January 10 and December 21 this year. In addition, since becoming an independent program, the VAPHS has performed

transplant center, the VAPHS existed as a Deans Committee hospital of the University of Pittsburgh/University of Pittsburgh Medical Center and their UNOS charter. The independent UNOS charter has allowed the VA Pittsburgh to focus its program specifically on veterans' issues. With the establishment of this independent charter, the VA Pittsburgh has performed over twice the number of liver transplants this year than were performed here last year (19). Surgical Clinic wait times have also been substantially reduced since the inception of the independent program.

The goal of the liver transplant program is to eventually perform 40-50 liver transplants per year. To accompany its innovative, independent liver transplant program, the VAPHS hired a team of highly experienced and dedicated surgeons. Dr. Thomas Cacciarelli is the Medical Director for the VAPHS Transplantation Program and is accompanied by transplant surgeons, Dr. Mohamed Akoad and Dr. Ivonne Daly.

The independent kidney trans-

(L to R) US Senator Specter, Secretary of Veterans Affairs Principi, and Director of the VAPHS Moreland answer questions about the construction project award at a press conference May 7, 2004.

Independent liver and kidney transplant program established

as well as deceased donors.

Liver Transplant

Medical Director

Kidney Transplant

Dr. Thomas

Cacciarelli &

In January 2004, the VA Pittsburgh Healthcare System began the first independent, in-house VA transplant center in the country. This means that the VAPHS has its own United Network for Organ Sharing (UNOS) charter for liver and kidney transplants. The VAPHS independent 11 kidney transplants, of which eight involved living-related donors.

Prior to becoming an independent



CONSTRUCTION **TIMELINE**

Winter 2004

Design funding

2005

Parking garage at **University Drive**

2005

Demolish Heinz quarters

2006-2011

Mental health pavilion at **University Drive**

Ambulatory and Business Services at Heinz

Residential villas at Heinz

Laundry at Heinz









Additional telemetry capacity

In 2004, four additional telemetry beds were added to 4W Surgical Enhanced Care/Telemetry area. This brought the surgical telemetry capability to a total of 8 beds. All patients admitted to 4W Surgical Enhanced Care/ Telemetry are now continuously monitored for cardiac arrhythmias via a computerized arrhythmia analysis system. The nursing staff is immediately informed of any cardiac arrhythmia the patient may be experiencing by way of a computerized alarm system. In addition, new equipment was purchased to permit non-invasive blood pressure and continuous pulse oximetry monitoring on any patient who requires a higher level of monitoring.

In order to implement this additional telemetry capability, extra nursing staff were hired and trained in cardiac arrhythmia monitoring and interpretation. Nurses also attended additional training in the care of patients undergoing high acuity surgical procedures. As a result, 4W Surgical Enhanced Care/Telemetry is now able to care for patients recovering from open heart, renal transplant, and bariatric surgical procedures.

Added digital radiography

The VAPHS Department of Radiology has achieved a milestone in modernization, efficiency and cost savings. Computerized and Digital Radiography has been implemented at the VAPHS, resulting in the capability to produce images that can be electronically accessed throughout the hospital, transferred to CDs and archived to electronic media for permanent retention. This enables the department to function more economically and efficiently.

As of December 6, 2004, the department has become "filmless." Radiology is no longer printing x-ray films. All studies are now obtained digitally, transmitted to a large high-resolution computer screen to be read by the radiologist. The addition of voice recognition as the dictation system

of the reports has increased the efficiency and decreased any delays.

This has markedly improved patient care and increased the efficiency of the department. Tests that would take 30-40 minutes are now performed in 10 minutes. The quick turn around time has allowed us to see more patients, markedly decreasing the waiting time for Radiology studies with immediate access. The Radiology Department has met and exceeded the National Standards for performance measures. This was accomplished without adding any new staff, and has allowed file room staff to assist in scheduling efforts for more efficient and friendly customer service.

Nuclear medicine capacity added

Nuclear Medicine sees a variety of patients, many of who have a course of medical care, which is dependent on the results of a Nuclear Medicine scan. In November of 2003, this service set a goal to increase capacity, reduce wait times and ultimately allow the patient to proceed on with their medical care. At that time, waiting periods for all tests combined were close to fourteen weeks for outpatients and one to three days for inpatients. A plan was formulated to add an additional nurse specialist, a nuclear medicine technologist and three stateof-the-art scanning cameras at a cost of slightly over one million dollars. In October and November of 2004, two new scanning cameras were installed with the third installation being set for February 2005. With the commitment of the staff, and the backing and cooperation of the leadership, wait times have already dropped to slightly over four weeks. There is no wait time for inpatients, our daily capacity has doubled and cuttingedge technology is now available to all our veteran patients.

Renovation of inpatient psychiatry and specialty clinics, including hematology/ oncology

Striving to improve patient care outcomes for our veterans, the VAPHS extensively renovated space for the Acute Inpatient Psychiatry Unit at the Highland Drive Division. Previously housed in Building 2, the busy unit was moved early in 2004 to Building 1 after a major renovation to an existing medical unit. The improvements included reconfiguring walls and room space for better patient/staff interaction, innovative safety features in bedrooms, bathrooms, and even ceilings to help prevent injury, and new computer equipment for staff documentation. The renovation also included a dayroom with satellite TV and a diningroom that overlooks the Allegheny River. The unit has been well received by staff, patients, and their families; the unit is larger, brighter and more conducive to therapeutic intervention which well serves the patient population diagnosed with major depression, anxiety disorders, and substance abuse issues.

The Outpatient Hematology/ Oncology Clinic at the University Drive Division was renovated and opened in February of 2004. This unit provides state-of-the-art care in the management of patients who are receiving chemotherapy. The unit provides a larger and more pleasant environment for the patients. The unit is staffed by three nurses trained and certified in oncology. It was developed recognizing the importance of providing a pleasant environment for patients who are sick and anxious. The increased space allows families to be present with the patient and provide support.

CARING INNOVATION - CUSTOMER TOP FEMENCE INTEGRITY - TEAMWORK - CELLENCE - INAGEOMPLISHMENTS OVATION - CUSTOMER FOCUS - EXCENDING - CUSTOMER FOCUS - EXCELLE - CONTROL - CARING - INNER FOCUS - EXCELLE - CARING - INNER FOCUS - EXCELLE - CARING - INNER FOCUS - EXCELLE - CARING - INNER FOCUS - CARING - C

Palliative care program

A palliative care program was established at the Heinz Division to provide a multidisciplinary approach to the treatment of patients at the end of life. This new program is divided into two units, providing 30 palliative care beds, 38 geriatric palliative care beds and six hospice beds. These units are staffed by health care personnel who elected to work on the unit and care for patients at the end of life and receive end-of-life care. By providing a specialized unit for these patients, the VAPHS is able to provide comprehensive quality care

> for the patients and their families. Care includes symptom management, spiritual support and bereavement for families.

An awareness by the medical profession about the importance of palliative care and what it can provide has resulted in an increase in the number of consults for moving patients to this unit.

Homemaker/ home health aide program expanded

One of the goals identified by the Quality Steering Team of Community Based Care Service is to double the number of veterans enrolled in the H/HHAide Program. The H/HHAide census is steadily increasing. At the beginning of FY04, there were 164 enrollees. At the end of FY04, there were 266. This is largely due to newly identified goals and having another clinical social worker assigned to the program.

The goal of the H/HHAide Program is to enable the veteran to remain in their home, resulting in a higher quality of life. The VAPHS strives to provide aides for these veterans who care for them with respect and dignity, and enable the veteran to have confidence and trust in their aide.

This year, the H/HHAide Program implemented a new program entitled the 'Homemaker/Home

> Health Aide In-Home Respite Program.' These services are authorized on a short-term basis for the purpose of providing relief to a caregiver of a functionally impaired veteran.

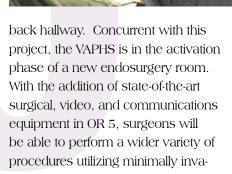
Adult day health care capacity increased

The Adult Day Health Care Program (ADHC) at the Heinz Division reached maximum capacity last year. After renovations, the ADHC relocated to Building 6 of the Highland Drive Division. The new location more then doubled the space of the ADHC with two large and roomy dayrooms, one secured for dementia patients, one open, recreation room for crafts and ceramics, and a large outdoor secured patio with planters. Three additional staff were hired and oriented. In January of 2004, the ADHC expanded into two separate programs, a dementia program and a general program that run simultaneously 5 days a week.

Since the expansion, the total enrollment has climbed from 48 patients to 81. The average daily census has grown from 17 patients a day to 30 patients a day. Patients, families and/or caregivers indicate they are very pleased and impressed with the new location and expansion of the program.

Operating rooms renovated

The VAPHS completed architectural renovations of ORs 5 and 6, to include new wall and flooring surfaces designed to minimize oppor tunities for infection. These improvements made in 2004 were part of a larger scale, \$1.8 million project to improve the operating room area in its entirety. The OR project commenced in January 2003 with improvements made in ORs 8 and 9. A new air handling system was also installed and cosmetic improvements were made to the OR front desk and



sive techniques. This equipment will also enhance the VAPHS' ability to fulfill its educational mission, as surgical residents and attending physicians from other centers will be afforded better viewing opportunities while learning surgical techniques.



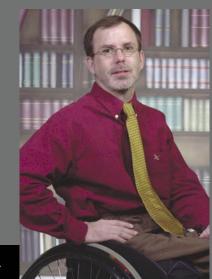
- Dr. Shirley Fitzgerald, ResearchScientist in VAPHS HumanResearch and Promotion Engineering Research Laboratory (HERL), received an award from Rehabilitation Research and Development to study the role of service dogs to aid disabled veterans.
- Frederick DeRubertis, MD, received a 1 million dollar award from the Department of Defense to establish a telemedicine quality improvement initiative at VAPHS. The project will utilize home-based telemetry units to communicate blood glucose and blood pressure medicine measurements of patients directly to practitioners. This initiative will improve the treatment of diabetes and hypertension in veterans with hard to control diabetes and hypertension.

For fiscal year 2004, we had 109 active investigators performing 246 projects. Our research funding breakdown:

Non-VA funding. . 14,218,367 Foundation 3,401,768 Total \$27,936,405

- received three new career development awards to fund new investigators to begin their research careers in this area.
- Newly renovated biomedical laboratory space opened on 1-West and 2-East/2-Center at UD. The 2-East space has been occupied by David Roodman, MD, an internationally known VA- and NIH-funded cancer specialist. Dr. Roodman and his group study multiple myeloma and other diseases of bone. The laboratories on 1-West are occupied by Dr. Mark Wilson, Chief Surgeon at VAPHS. Dr. Wilson is funded by the Department of Energy to develop implantable micro instrumentation systems to monitor organs in critically ill patients. The 2-center space has been used to recruit two outstanding new clinician pathologists to VAPHS, Rafael Medina-Flores, MD and Dmitriy Gutkin MD, PhD, who will conduct research and practice at VAPHS.

Rory Cooper, PhD, Director of the Human Engineering Resource Laboratory, was appointed by the University of Pittsburgh to be the first holder of the Federation of Independent School Alumnae Foundation Paralyzed Veterans of America Chair for Rehabilitation Engineering. Dr. Cooper's appointment to this endowed Chair, is the result of a dynamic career in the field of rehabilitation engineering and assistive technology. As a researcher and a veteran, Dr. Cooper has dedicated his career to helping veterans with spinal cord injury live to their fullest potential.



Dr. Rory Cooper, Director of HERL



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Financial Report

Total Medical Appropriation and MCCF * ______\$307,357,379

\$178,415,958 \$15,652,545

\$43,505,099

\$32,668,832

\$26,983,969

_\$10,130,976

\$307,357,379

Consolidated Mail-out Expenses
Pharmacy

Services

Other Supplies

Salary & Benefits

Drugs & Medicine

Collections

MCCF Collections	\$16,242,723
Extended Care Collection	ons _ \$117,809
Total Collections	\$16,360,532

Community Gifts & Donations

Cash Donations	\$427,826
In-Kind Donations	\$515,716
Total Donations	\$943,542

Statistics

Workload Statistics

Operating Expenses

Salary and Benefits _

Drugs and Medicine

Consolidated Mail-out

Other Supplies_

Services_

Pharmacy **

Expenses

Other Expenses_

Total Operating

Total Operating Beds	
Hospital	291
Nursing Home	
Care Unit (NHCU)	336
Domiciliary	65
Total	692

Admissions 6,984 NHCU 946 Domiciliary 497 Total 8,427

Unique Patients _____55,231

Patient Days	
Hospital	74,851
NHCU	103,576
Domiciliary	22,920
Total	201,347

Average Daily Census Hospital

Hospital	204.5
NHCU	283.0
Domiciliary	62.6
Total	550.1

Acute Length of Stay (days)

University Drive	6.
Highland Drive _	3.
Total Average	5.

Number of Inpatients Treated

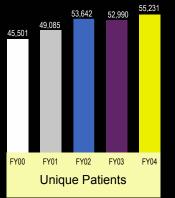
7,187
1,264
562
9,013

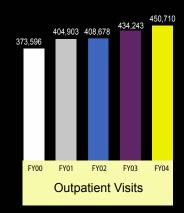
Outpatient Visits

St. Clairsville	10,800
Greensburg	11,035
Aliquippa	7,515
Washington	6,951
University Drive	267,479
Heinz	32,111
Highland Drive	114,819
Total	450,710

Staffing Statistics

Employees		2,605
	(does	not include
	Research, VISI	V, Canteen)
FTEE		2,449.30
Full Time Ph	ysicians	81
Volunteers _		1,405
Volunteer Ho	ours	_152,899







Leadership



Ira Richmond, RN, CNAA Associate Director for Patient Care

Services

Rajiv Jain, MD Chief of Staff

Michael E. Moreland Director

Patricia Nealon
Acting
Associate
Director

"All labor that uplifts humanity has dignity and importance and should be undertaken with painstaking excellence"

MLK, Jr.